# Course Description

Organizational psychology focuses on the human factor of business. Topics covered include the role of research and statistics in an organization, organizational socialization, commitment and job satisfaction, workplace stressors, theories of human motivation to increase productivity, differences between leadership and management, and alliances between an organization and its stakeholders.

# Program Learning Outcomes (PLO)

* **PLO1**: Express an appreciation and understanding of a variety of aesthetic, literary, cultural and ideological traditions.(ULO 2, 3)
* **PLO2**: Engage meaningfully in a community of scholarship through inquiry, research and the communication of ideas. (ULO 2, 4)
* **PLO3**: Evaluate historical, political, economic and scientific data while recognizing the interrelatedness of events and processes. (ULO 1, 2, 3, 4)
* **PLO4:** Demonstrate an understanding of the impact of technology on society. (ULO7)
* **PLO5**: Reflect upon the relationship of the Divine to the human experience. (ULO 2, 3, 4)
* **PLO6**: Examine and understand the dynamics of individual and group behavior. (ULO 2, 4)
* **PLO7**: Demonstrate an understanding of quantitative reasoning. (ULO 1, 2, 4)
* **PLO8**: Engage in constructive activities of service to the community in light of the Gospel tradition as experienced through the Mercy charism that shapes the College. (ULO 2, 3, 4)

# Course Outcomes

* **CO1:** Apply psychological principles and research methods to improve human behavior in organizations.
* CO2**:** Assess the influence of organizational socialization on job satisfaction, behavior, and employee organizational commitment.
* CO3**:** Examine the role of leadership and management styles in organizational socialization.
* CO4**:** Recommend methods to reduce workplace stressors and strategies to enhance relationships in the workplace.
* CO5**:** Apply theories of motivation to increase productivity within organizations.
* CO6: Create an environment that supports teams to improve organizational function and creativity.
* CO7: Identify strategies to build alliances between an organization and its stakeholders to support organizational development.
* CO8**:** Assess the effect of organizational culture on the success of a company.

# Student Expectations

Students are expected to:

* Perform all activities thoroughly and professionally.
* Submit all assignments on or before the due dates.
* Treat other students and faculty with dignity and respect.
* Be productive and contributing members of class discussions.
* Use the documentation style (APA, MLA, etc.) designated by the instructor for all of the assignments in this course.
* Maintain the highest ethical standards in preparing assignments by adhering to the College’s academic integrity policy. All assignments (including but not limited to quizzes, tests, papers, discussion board postings, wikis, and blogs) must be in the student's own words and not copied from any text, web, or other source without properly citing those sources (detailed policies are located in the College Catalog and The Student Handbook on the GMC website).
* Keep confidential and private the communications or writings posted by other students in the class.
* Contact the instructor with questions about assignments at least 3 days before the due date. The instructor is available to help, but it is the student’s responsibility to contact the instructor with specific questions.
* Contact the IT Help Desk immediately if they experience any problems with technology.

# Required Course Materials

Jex, S. M., & Britt, T. W. (2008) *Organizational psychology: A scientist-practitioner approach* (2nd ed.) Hoboken, NJ: J. Wiley & Sons.

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# Suggested Point Values

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Assessment** | **Due** | **Point Value** |
| **Week One** |  |  |  |
|  | Organizational Development |  | 10 |
|  | Global Versus National |  | 10 |
|  | Data Collection Methods |  | 10 |
|  | Global Ethics |  | 10 |
|  | Discussion Question 1 |  | 5 |
|  | Discussion Question 2 |  | 5 |
|  | Industrial Trends |  | 15 |
|  | Organizational Psychology Worksheet |  | 15 |
| **Week Two** |  |  |  |
|  | FISH! Philosophy |  | 10 |
|  | Job Satisfaction |  | 10 |
|  | Discussion Question 1 |  | 5 |
|  | Discussion Question 2 |  | 5 |
|  | Video Sharing |  | 15 |
|  | Recruit and Retain |  | 15 |
| **Week Three** |  |  |  |
|  | *The Speed of Trust* by Stephen Covey |  | 10 |
|  | Company Changes |  | 10 |
|  | Workplace Stress |  | 10 |
|  | Stressors |  | 10 |
|  | Discussion Question 1 |  | 5 |
|  | Discussion Question 2 |  | 5 |
|  | Discussion Question 3 |  | 5 |
|  | Business Letter |  | 15 |
|  | Theories of Motivation |  | 15 |
| **Week Four** |  |  |  |
|  | Transformational Leader |  | 10 |
|  | Best Companies to Work For |  | 10 |
|  | Path-Goal Theory |  | 10 |
|  | Tuckman’s Model |  | 10 |
|  | Team Presentation Preparation |  | 10 |
|  | Discussion Question 1 |  | 5 |
|  | Discussion Question 2 |  | 5 |
|  | Leadership Impact |  | 15 |
| **Week Five** |  |  |  |
|  | Organizational Change |  | 10 |
|  | Organizational Culture |  | 10 |
|  | Corporate Change |  | 10 |
|  | Affordable Care Act |  | 10 |
|  | Discussion Question 1 |  | 5 |
|  | Discussion Question 2 |  | 5 |
|  | Stakeholders |  | 15 |
|  | Identifying Your Company |  | 15 |
|  | Team Presentation Project |  | 20 |
| **Total Points** |  |  | **400** |

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| Week One: Introduction to Organizational Psychology | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Analyze the role of organizational psychology in the workplace. | | CO1 | |
| * 1. Explain the role of research and statistics in organizational psychology. | | CO1 | |
| ***Required Learning Resources and Activities****: Students must complete any resources and activities listed in this section as selected by the instructor.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| Read Ch. 1 of Organizational Psychology. | | 1.1 |  |
| **Read** Ch. 2 of Organizational Psychology. | | 1.2 |  |
| **Organizational Development**  **Watch** the video, “John Izzo: Organizational Development Expert, Author and Keynote Speaker,” at <http://youtu.be/G0USUyXk4zg>  **Answer** the following questions in the discussion board:   * What are some of the main points the speaker brought up? What attitudes were introduced? * Based on the video, are there any examples in your workplace where main points the speaker brought up have been implemented? What are they? If not, what would you recommend to improve your workplace? You may also research an organization or use one you are familiar with.   **Respond** to at least three others students with substantial replies. | | 1.1 | Lecture Activity – Review resources and posts response = **1 hour** |
| **Global Versus National**  **Watch** the video, “Gordon Brown: Global ethic vs. national interest” at <http://www.ted.com/talks/gordon_brown_on_global_ethic_vs_national_interest.html>  **Respond** to the following in the discussion board:   * Based on the readings and the video, what is the relationship between national interest and being a member of a global economy? How does this relate to organizations today? What role would organizational psychology play in this global change?   **Respond** to other students’ answers and explain if you agree or disagree with their opinions. | | 1.1 | Lecture Activity – Review resources and posts response = **1 hour** |
| **Data Collection Methods**  **Review** Figure 2.2 in Ch. 2 of *Organizational Psychology*.  **Provide** a real-life example for three data collection methods. For instance, under the observational method, if a parent observes their child in the classroom, the behavior of the child changes, and observation is biased.  **Respond** to the findings of other students. Share how your findings may or may not relate. | | 1.2 | Scenario Analysis – Analysis and shared posting = **1 hour** |
| **Global Ethics**  **View** the video, “Global Ethics in Corporations – Kirk Hanson,” at <http://youtu.be/91K3Trn4_YI>  **Answer** the following in the discussion board:   * Does global ethics affect American organizations? How would global ethics affect organizational psychology?   **Respond** to the findings of other students by explaining why you agree or disagree. Explain how your findings may or may not relate. | | 1.1 | Lecture Activity – Review resources and posts response = **1 hour** |
| **Total** |  |  |  |
| ***Supplemental Learning Resources and Activities****: These resources and activities provide further exploration of content, supplemental information, and skill building. Students may complete items in this section on their own or as selected by the instructor.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| All written assignments must follow the APA guidelines throughout the course.  **Review** the APA Guide document for an overview of formatting and citations. For more information on APA formatting, view the Gwynedd-Mercy University Library or the Academic Resource Center from the University Library homepage. | | N/A |  |
| **Total** |  |  |  |
| ***Assignment****: Students must complete the weekly assignment(s).* | | ***Alignment*** | ***Points/AIE/***  ***Generic*** |
| Discussion Question 1  How is organizational psychology used in your present situation? What are some ways it may be applied to benefit the employees and the organization?  Respond to at least three students and comment on their findings. Share your opinions and provide a rationale. | | 1.1 | Discussion – One post and reply to three other posts = **1 hour** |
| Discussion Question 2  How may research and statistics be used in your present situation to improve the organizational workplace? You may also research an organization of interest.  Respond to at least three students and comment on their findings. Share your opinions and provide a rationale. | | 1.2 | Discussion – One post and reply to three other posts = **1 hour** |
| **Industrial Trends**  **Review** the reading, “People Behind the Research: Mike J. Zickar and the History of I-O Psychology,” under “The Chapter Sequence” section in Ch. 1 of *Organizational Psychology*.  **Research** the trends of industrial organizational psychology from the early 1900s. Notice how companies have changed over time: for instance, specialized positions and assembly lines. Changes in the workspace can change employee behaviors and attitude.  **Create** a blog post of your findings on the trends and explain how organizational psychology might assist workers and the employers. Provide examples and citations in APA. | | 1.1 | Blog – Shares work and posts response = **1 hour** |
| **Organizational Psychology Worksheet**  **Complete** the Organizational Psychology Worksheet. | | 1.1, 1.2 | Problem Solving = **1 hour** |
| **Total** |  |  | **8hrs** |
| **Notes** |  | | |

# Notes

In addition to readings, students are provided videos and article reviews to have an introductory understanding of organizational psychology.

# Learning Resources, Activities, and Assignments

## Required:

* **Discussion Questions:** The questions encourage students to consider and develop their thoughts on the question topics, share their thoughts with the class, and gain perspective by reading the responses of other class members.
* **Industrial Trends:** This assignment asks students to research the history of organizational psychology starting from the early 1900s. From the research, students will review how having this knowledge might assist workers and employers today. The findings will be shared by other students in a blog to have a better overview of the history and effects of organizational psychology.
* **Organizational Psychology Worksheet:** The worksheet supports the Industrial Trends assignment and asks students to provide a general overview of organizational psychology. Afterward, students are asked to provide specific examples of how research and statistics, which are an essential component to organizational psychology, are used in organizations.

# Content Outline

Use this content outline to guide students through the course material.

1. Role of organizational psychology in the workplace
   1. Historical influences
   2. Workplace environments
      * Examples
      * Improving workplace
2. Research in organizations
   1. Data collection method
      * Special issues in data collection
      * Special issues in statistical analysis

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| Week Two: Job Satisfaction, Employee Behavior, and Organizational Socialization | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Examine the influence of organizational socialization and job satisfaction. | | CO2 | |
| * 1. Analyze the relationship between productive and counterproductive behaviors in organizations. | | CO2 | |
| * 1. Explain the relationship between job satisfaction and organizational commitment. | | CO2 | |
| ***Required Learning Resources and Activities****: Students must complete any resources and activities listed in this section as selected by the instructor.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| Read Ch. 3 of Organizational Psychology. | | 2.1 |  |
| Read Ch. 4 of Organizational Psychology. | | 2.2 |  |
| Read Ch. 5 of Organizational Psychology. | | 2.3 |  |
| Read Ch. 6 of Organizational Psychology. | | 2.2 |  |
| **FISH! Philosophy**  This activity consists of completing Part I and Part II. The first portion is an analysis of a video on the FISH! philosophy, and the second section involves further research of organizations.  **Part I**  **Watch** the video, “What is FISH!: Spark Energy and Enthusiasm,” at <http://www.charthouse.com/content.aspx?name=home2> (*Note*: The site will flip through different video clips, make sure to click on the one with the green background.)  **Answer** the following after viewing the video:   * What are three things you learned from watching the video? * What do you notice about the attitudes displayed? * How would you incorporate the philosophy to your workplace or an organization familiar to you?   **Respond** to other students’ comment on their findings and provide a rationale.  Part II  **Research** organizations that implemented the FISH! philosophy or similar philosophies to motivate employees.  **Share** your findings by answering the following:   * How did they incorporate the philosophy in the organization? Was the plan successful? Why or why not?   **Respond** to other students by sharing your thoughts about the organization researched. Is this an organization that you would be interested in working for? Why or why not? | | 2.1, 2.2, 2.3 | Lecture Activity and Scenario – Analysis, and review resources and posts response = **2 hour** |
| **Job Satisfaction**  **Review** the article, “Comment 5.3 National Culture and Job Satisfaction,” in Ch. 5 of the Organizational Psychology.  **Answer** the following:   * What is the difference between individualism and collectivism? How does this affect job satisfaction in the United States versus other countries? What is the relationship between individualism and collectivism to employee turnover?   **Respond** to other students by sharing how you agree or disagree with their statements, and provide a rationale. | | 2.1, 2.3 | Scenario Analysis – Analysis and shared posting = **1 hour** |
| **Total** |  |  |  |
| ***Supplemental Learning Resources and Activities****: These resources and activities provide further exploration of content, supplemental information, and skill building. Students may complete items in this section on their own or as selected by the instructor.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| The presentation due this week must follow APA standards.  **Review** the APA Guide document for an overview of formatting and citations. For more information on APA formatting, view the Gwynedd-Mercy University Library or the Academic Resource Center from the University Library homepage. | | N/A |  |
| **Total** |  |  |  |
| ***Assignment****: Students must complete the weekly assignment(s).* | | ***Alignment*** | ***Points/AIE/***  ***Generic*** |
| **Discussion Question 1**  What are some productive behaviors observed in your present or past workplace situation? Provide examples. How might these behaviors positively affect the organization? How do these behaviors trickle into the company’s culture?  Respond to at least three students and comment on their findings. Share your opinions and provide a rationale. | | 2.1, 2.2, 2.3 | Discussion – One post and reply to three other posts = **1 hour** |
| **Discussion Question 2**  What are some counterproductive behaviors you have observed in your present or past workplace? Provide examples. How might these behaviors negativity affect the organization?  Respond to at least three students and comment on their findings. Share your opinions and provide a rationale. | | 2.2 | Discussion – One post and reply to three other posts = **1 hour** |
| **Video Sharing**  **Locate** examples of videos on the Internet that display productive and counterproductive behaviors.  **Share** your findings in a blog on Blackboard.  **Answer** the following:   * From the videos you found, how might those behaviors affect production and morale at the workplace? Do those behaviors affect job satisfaction and an employee’s commitment to an organization?   **View** videos posted by other students and provide feedback. How do your videos relate? What did you learn from watching the videos? | | 2.2, 2.3 | Blog – Shares work and posts response = **1 hour** |
| **Recruit and Retain**  Imagine you work for a major corporation that used to be very successful, but within the last 5 years, their stocks have dropped. The company has been forced to lay off several employees in the past year due to a decrease in profit, and many employees, sensing the instability, chose to leave. The company has now stabilized and feels the company can begin to grow again, but slowly. You work within the HR department and are tasked to create a report that helps recruit new employees and retain the remaining employees.  **Prepare** a PowerPoint presentation that includes the following:   * A recruitment plan * How you would encourage new employees and current employees to support the values of the company? * Effects of productive and counterproductive behaviors on job performance and the overall effect on an organization * Recommend strategies to increase productive behaviors and decrease counterproductive behaviors.   **Submit** your presentation. | | 2.1, 2.2, 2.3 | Scenario Analysis – Analysis and private post = **1 hour** |
| **Total** |  |  | **7hr** |
| **Notes** |  | | |

# Notes

The learning activities and assignment asks students to look at a variety of ways companies can promote job satisfaction and productive behaviors, while also identifying the causes of counterproductive behaviors.

# Learning Resources, Activities, and Assignments

## Required:

* **Discussion Questions:** The questions encourage students to consider and develop their thoughts on the question topics, share their thoughts with the class, and gain perspective by reading the responses of other class members.
* **Video Sharing:** In this assignment, students are expected to research and share various videos that illustrate behaviors that are productive and counterproductive. Through this activity, students see the correlation between behaviors and employee morale.
* **Recruit and Retain:** Students are asked to analyze a scenario of a company struggling with employee morale and retention. Through this analysis, students will provide a recommended plan for improvement.

# Content Outline

Use this content outline to guide students through the course material.

1. Organizational socialization
   1. Recruitment process
      * Applicant perspective
      * Organizational perspective
   2. Productive behavior
      * Job performance
      * Organizational citizen behavior
   3. Job satisfaction and organizational commitment
      * Definition
      * Methods to measure
   4. Organizational commitment
      * Definition
      * Measurement
      * Predictors
   5. Counterproductive behavior
      * Definition
      * Ineffective job performance
        + Absenteeism
        + Turnover
        + Accidents

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| Week Three: Workplace Stress and Increasing Employee Motivation | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Recommend methods to reduce workplace stressors within an organization. | | CO4 | |
| * 1. Apply theories of motivation to increase workplace productivity. | | CO5 | |
| * 1. Interpret how knowledge of human behavior can be used to enhance relationships in the workplace. | | CO4 | |
| ***Required Learning Resources and Activities****: Students must complete any resources and activities listed in this section as selected by the instructor.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| Read Ch. 7 of Organizational Psychology. | | 3.1 |  |
| Read Ch. 8 of Organizational Psychology. | | 3.2, 3.3 |  |
| Read Ch. 9 of Organizational Psychology. | | 3.1, 3.3 |  |
| *The Speed of Trust* by Stephen Covey  **Review** the summary by Nathan S. Collier on *The Speed of Trust* at <http://www.nscblog.com/miscellaneous/the-speed-of-trust-by-stephen-covey/>  **Answer** the following in the discussion board:   * After reading the article, how would you apply these concepts to possibly affect the workplace relationship? How might the value of trust affect organizational success?   **Respond** to other students, explaining how their application of the concepts may or may not be effective. | | 3.3 | Scenario Analysis – Analysis and shared posting = **1 hour** |
| **Company Changes**  Current corporations on occasion encounter major organizational changes: for instance, Yahoo! removing telecommuting for employees that have used it for years.  **Research** further into Yahoo! for more details about the company and information about this change at <http://info.yahoo.com/> and elsewhere.  **Answer** the following after you complete your research:   * When there are major changes in an organization, as a manager, how might you encourage your employees to embrace the changes? How might this affect employee trust? * What are some new workplace stressors related to the change? What might you suggest to motivate employee productivity?   **Respond** to the findings of other students. Share how your findings may or may not relate | | 3.1, 3.2, 3.3 | Case Study – Analysis and shared posting = **1 hour** |
| **Workplace Stress**  **Read** the article, “Deconstructing Workplace Stress in a New Economy” at <http://www.worklifenation.com/2012/11/deconstructing-workplace-stress-economy/>  After reading the article, answer the following:   * What does workplace stress mean to you? Do any of the top 10 workplace stresses listed in the article connect with you? What are some solutions you might suggest to improve workplace conditions?   **Review** the responses of other students and explain how your experiences may or may not relate. | | 3.1 | Scenario Analysis – Analysis and shared posting = **1 hour** |
| **Stressors**  **Review** the “Workplace Stressors” section in Ch. 7 of *Organizational Psychology*.  **Define** the commonly studied stressors in the workplace. Prioritize the stressors in order of influence on employee motivation, and explain why they have this effect.  **Share** your findings with other students and how you may or may not relate. | | 3.1 | Scenario Analysis – Analysis and shared posting = **1 hour** |
| **Team Presentation Preparation**  **Separate** into groups. The instructor may also assign you to a team and a wiki page as a place to communicate and build on your presentation. The wiki page assigned to you is optional and you are not limited to using this module to collaboration.    **Review** the Team Presentation document to begin working on the team project.  **Collaborate** as a team to respond to the following questions, and assign one team member to post the team’s response:   * What made you choose this company? What have you learned about the company that you were not aware of before? If you have not chosen a company, what characteristics of interest are you looking for in a company? Which company on the list best meets that criteria? | | N/A | Team Project = **1 hour** |
| **Total** |  |  |  |
| ***Supplemental Learning Resources and Activities****: These resources and activities provide further exploration of content, supplemental information, and skill building. Students may complete items in this section on their own or as selected by the instructor.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| **Review** the APA Guide document for an overview of formatting and citations. For more information on APA formatting, view the Gwynedd-Mercy University Library or the Academic Resource Center from the University Library homepage. | | N/A |  |
| **Total** |  |  |  |
| ***Assignment****: Students must complete the weekly assignment(s).* | | ***Alignment*** | ***Points/AIE/***  ***Generic*** |
| Discussion Question 1  How do organizations attempt to influence behavior? How do organizations motivate employees through the design of work, such as by honoring employee input? What is the effect of a progressive disciplinary policy on employee motivation?  Respond to at least three students and comment on their findings. Share your opinions and provide a rationale. | | 3.2, 3.3 | Discussion – One post and reply to three other posts = **1 hour** |
| Discussion Question 2  What is the biggest stressor or challenge you have experienced or observed in an organization? How was this resolved?  Respond to at least three students and comment on their findings. Share your opinions and provide a rationale. | | 3.1 | Discussion – One post and reply to three other posts = **1 hour** |
| **Discussion Question 3**  The three theoretical approaches to motivation include need-based theories, cognitive process theories, behavioral approach theories, self-determination theories, and job-based theories. What is your favorite theory of motivation? Why? Provide an example of how a company might incorporate this.  Respond to at least three students and comment on their findings. Share your opinions and provide a rationale. | | 3.2, 3.3 | Discussion – One post and reply to three other posts = **1 hour** |
| **Business Letter**  **Choose** a work situation, from your experience or from an organization that you have researched, in which employee morale was low.  **Compose** a business letter informing the leaders about the stresses employees have experienced. Within that letter, also include a description of these employee stressors and the effects of these stressors on employee motivation.  **Review** the Written Assignment Rubric for an overview of how you are graded.  **Include** the following in your letter:   * Employee stressors and the effects of these stressors on employee motivation * Three types of occupational stress models that relate to the low morale * Solutions to reduce the specific workplace stressors   **Format** your letter according to APA guidelines.  *Note*. For an example of a business letter, please visit the Purdue Online Writing Lab at <http://owl.english.purdue.edu/owl/resource/653/01/> | | 3.1, 3.2, 3.3 | Scenario Analysis – Analysis and private post = **1 hour** |
| **Theories of Motivation**  **Complete** the Theories of Motivation Worksheet to provide background information on motivation theories and its effect in the workplace.  **Submit** your completed worksheet. | | 3.2, 3.3 | Problem Solving = **1 hour** |
| **Total** |  |  | **9hr** |
| **Notes** |  | | |

# Notes

The learning activities and assignment focus on workplace stress and employee motivation. Students will also begin working on the team project due in Week Five. Instructors may assign students to teams or allow students to choose their own teams. ***Note***: Instructors create and assign a wiki page for each team so they have a place to communicate.

# Learning Resources, Activities, and Assignments

## Required:

* **Discussion Questions:** The questions encourage students to consider and develop their thoughts on the question topics, share their thoughts with the class, and gain perspective by reading the responses of other class members.
* **Business Letter:** In this letter, students are exposed to formal communication styles in a workplace setting, while expressing workplace stressors and motivation.
* **Theories of Motivation:** In this assignment, students are asked to categorize the theories of motivation and explain how this can be applied in the workplace.

# Content Outline

Use this content outline to guide students through the course material.

1. Occupational stress and the employee
   1. Workplace stressors
   2. Contemporary organizational stressors
   3. Reducing workplace stressors
2. Theories of motivation
   1. Need-based theories of motivation
   2. Cognitive process theories of motivation
   3. Behavioral approach to motivation
   4. Job-based theories of motivation
3. Applying motivational theories
   1. Influence on behavior
   2. Reward system
   3. Motivation through the design of work

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| --- | --- | --- | --- |
| Week Four: Leadership and Management Styles and the Effects in an Organization | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Differentiate between leadership and management styles and the effects of each on an organization. | | CO3 | |
| * 1. Analyze the strengths and weakness of the various group problem-solving approaches. | | CO6 | |
| * 1. Design an environment that supports creativity and innovation within teams. | | CO6 | |
| ***Required Learning Resources and Activities****: Students must complete any resources and activities listed in this section as selected by the instructor.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| Read Ch. 10 of Organizational Psychology. | | 4.1 |  |
| Read Ch. 11of Organizational Psychology. | | 4.2 |  |
| Read Ch. 12 of Organizational Psychology. | | 4.3 |  |
| **Transformational Leader**  **Review** the article “Transformational Leadership Examples in Business” at <http://yourbusiness.azcentral.com/transformational-leadership-examples-business-4571.html> for examples of leaders in the current industry.  **Research** a current transformational leader in an industry of interest.  **Share** why you chose this leader and how he or she has had an impact on an organization.  **Respond** to the findings of other students and how you may or may not relate to their responses. | | 4.1 | Scenario Analysis – Analysis and shared posting = **1 hour** |
| **Best Companies to Work For**  **Research** one of the companies below or choose another one from Forbes’ list of best companies to work for.   * Ikea * Apple * Facebook * Google * Riverbed Technologies   **Review** the company’s mission, goal, and overall background. Based on what you know about the company, address the following:   * Leadership style * Management style generally used * How they attract new employees * Their strategy to retain employees * How they encourage creativity and innovation within teams * How they approach conflicts and problems   **Post** a brief summary on your responses.  **Respond** to the findings of other students by explaining what you may or may not find interesting about their chosen company and whether you would work for that company. | | 4.1, 4.2, 4.3 | Case Study – Analysis and shared posting = **2 hour** |
| **Path-Goal Theory**  The path-goal theory blends leadership and employee motivation into one theory and show employees the path to the goal.  **Review** the following video for a summary on path-goal theory: <http://education-portal.com/academy/lesson/the-path-goal-theory-and-leadership-styles.html>  **Answer** the following questions after watching the video:   * What are the four leadership styles in this theory? What is the role of each style? Provide examples of each style from your workplace or a company familiar to you.   **Review** the answers of other students and how their examples relates to your examples. | | 4.1 | Lecture Activity – Review resources and posts response = **1 hour** |
| **Tuckman’s Model**  **Review** Figure 11.3: Tuckman’s Model of Group Development in Ch. 11 of *Organizational Psychology*.  **Share** your responses to the following: Think of a team environment you are familiar with, such as church, family organizations, or work. Describe how your team went through each of the stages. Provide examples of your group development.  **Review** the responses of other students and how you may or may not relate to their experiences. | | 4.2, 4.3 | Scenario Analysis – Analysis and shared posting = **1 hour** |
| **Total** |  |  |  |
| ***Assignment****: Students must complete the weekly assignment(s).* | | ***Alignment*** | ***Points/AIE/***  ***Generic*** |
| Discussion Question 1  Describe a transformational leader in your workplace or a company familiar to you. How has he or she made a difference? How does this leader differ from a manager that you find interesting? Is there one theory that a leader exemplifies or is it a combination of theories?  Respond to at least three students and comment on their findings. Share your opinions and provide a rationale. | | 4.1 | Discussion – One post and reply to three other posts = **1 hour** |
| Discussion Question 2  Describe a team experience you had in your workplace or another type of organization, such as a church. If it was positive, talk about why it worked. If it did not work, what could have been done to make it better? Relate this experience to the elements of group structure.  Respond to at least three students and comment on their findings. Share your opinions and provide a rationale. | | 4.2, 4.3 | Discussion – One post and reply to three other posts = **1 hour** |
| **Leadership Impact**  **Research** one of the following leaders. If you choose a different one, check with your instructor.   * Steve Jobs (Apple) * Steven Zimmerman (Facebook) * Jeff Bezos (Amazon) * Anne Mulcahy (Xerox) * Larry Page (Google)   **Review** the Written Assignment Rubric for an overview of how you are graded.  **Write** a 5-page paper responding to the following questions:   * How has this person affected the organization? * How has the organization influenced the world? * From what you have learned about management and leadership, what type of leadership style does the leader portray? What type of management style does the company seem to support? * How might this leader’s organization handle challenges in the workplace? * How does this leader’s organization support innovations that allow the company to continually grow?   **Submit** your completed paper. | | 4.1, 4.2, 4.3 | Research Paper = **1 hour** |
| **Total** |  |  | **9hr** |
| **Notes** |  | | |

# Notes

The learning activities and assignment show the impact of leaders on an organization and society. The goal this week is also for students to recognize the importance of teamwork and innovation.

# Learning Resources, Activities, and Assignments

## Required:

* **Discussion Questions:** The questions encourage students to consider and develop their thoughts on the question topics, share their thoughts with the class, and gain perspective by reading the responses of other class members.
* **Leadership Impact:** Students will be expected to research leaders who have had a major effect on organizations. Through this research, they can distinguish good leadership qualities and management styles. They will also come to understand how organizations can value employees while also supporting the goals of innovation and growth.

# Content Outline

Use this content outline to guide students through the course material.

1. Definition of *leadership*
   1. General approaches to leadership
   2. Power and politics in organizations
2. Management versus leadership
   1. Management
      * Traditional administrative behaviors
      * Planning, organizing, and exerting control
   2. Leadership
      * Administrative but inspiring and motivating
      * Facilitate meaningful change
3. Group dynamics and behavior
   1. Characterizations of groups
   2. Group structures
   3. Stages of group development
      * Tuckman’s stage model
4. Team effectiveness
   1. Defining team effectiveness
   2. Models of team effectiveness
   3. What determines team effectiveness

|  |  |  |  |
| --- | --- | --- | --- |
| Week Five: Organizational Development and Its Stakeholders | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Define *organizational culture* and explain its effect on a company. | | CO8 | |
| * 1. Evaluate the role of organizational culture models in the workplace. | | CO8 | |
| * 1. Analyze the process of organizational development. | | CO7 | |
| * 1. Evaluate strategies to create alliances between an organization and its stakeholders. | | CO7 | |
| ***Required Learning Resources and Activities****: Students must complete any resources and activities listed in this section as selected by the instructor.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| Read Ch. 13 of Organizational Psychology. | | 5.1 |  |
| Read Ch. 14 of Organizational Psychology. | | 5.2 |  |
| Read Ch. 15 of Organizational Psychology. | | 5.3 |  |
| **Organizational Change**  **Watch** the video on organizational development and change at <http://education-portal.com/academy/lesson/what-is-organizational-development-executing-organizational-change.html>  **Answer** the following after watching the video:   * Think of a company that has recently gone through an organizational change. What is that company, and how did they approach organizational development? What would be your recommendations? What are the areas that companies need to look at to affect positive changes, based on the video and readings?   **Respond** to the answers of other students by explaining how your post may or may not relate. | | 5.3 | Lecture Activity – Review resources and posts response = **1 hour** |
| **Organizational Culture**  **Watch** the following video about organizational culture at <http://education-portal.com/academy/lesson/functions-of-organizational-culture.html>  Based on the video, how does the organization’s culture affect an employee’s motivation and performance? What does an organization’s culture tell you about the company? Provide an example using a real company.  **Post** your answer and respond to the examples provided by the other students. What do you think of the company they chose? Do you think the organization does a good job in motivating employees and communicating the culture? | | 5.1, 5.2 | Lecture Activity – Review resources and posts response = **1 hour** |
| **Corporate Change**  **Watch** the video at <http://youtu.be/JhBzxy7CneM>  **Answer** the following questions after viewing the video:   * Whatare the main points the speaker talks about in relation to corporate change? If you were to own a company going through a major change, how would you support organizational development? What does management have to consider when there is a change in the company? What should management focus on to create real change?   **Respond** to the answers of other students and explain how you may or may not relate to their post. | | 5.3 | Lecture Activity – Review resources and posts response = **1 hour** |
| **Affordable Care Act**  Patient Protection and the Affordable Care Act is causing changes in health care facilities and health insurance companies. With the act signed into law, the aim is to provide more uninsured Americans with access to health insurance coverage and lower healthcare costs.  **Research** a health insurance company and explore the process and changes taking place due to the new act. Some sources of information you use can be from news articles and the company’s website.  Based on your findings, respond to the following questions:   * With the changes, how does the company maintain its organizational culture? How might the organizational development process change to accommodate new requirements?   **Respond** to the findings of other students and explain how you may or may not relate to their post. | | 5.1, 5.3 | Case Study – Analysis and shared posting = **1 hour** |
| **Total** |  |  |  |
| ***Assignment****: Students must complete the weekly assignment(s).* | | ***Alignment*** | ***Points/AIE/***  ***Generic*** |
| **Discussion Question 1**  Research a company that has used one of the theories of organizational change discussed in the textbook. How realistic do you think the results were? What changes did the company do to illustrate that theory? What is the influence of organizational culture in the workplace, and how was the culture affected with the change?  Respond to at least three students and comment on their findings. Share your opinions and provide a rationale. | | 5.1, 5.2, 5.3 | Discussion – One post and reply to three other posts = **1 hour** |
| Discussion Question 2  Describe the organizational culture of your personal workplace or a company you are familiar with. How does the organizational culture match or work with your personality and belief system? Do you think they align or conflict? What are the effects on you?  Respond to at least three students and comment on their findings. Share your opinions and provide a rationale. | | 5.1, 5.2 | Discussion – One post and reply to three other posts = **1 hour** |
| **Stakeholder Intervention**  **Complete** the Stakeholder Intervention Worksheet.  **Review** Table 15.1 in Ch. 15, “A Listing and Categorization of Process and Intervention,” of Organizational Psychology to help you complete the worksheet. | | 5.4 | Problem Solving = **1 hour** |
| **Identifying Your Company**  Imagine that you are the owner of a company that provides goods or services that are of interest to you. As a new business owner, you want to create a business report that details your company’s background and the organization’s ideals.  **Review** the Written Assignment Rubric for an overview of how you are graded.  **Include** the following in your report:   * The background of the company * The organization’s culture * Strategies that support the company’s culture * Who your stakeholders are * Your plans to support your company’s internal and external stakeholders   **Format** your business report according to APA guidelines. | | 5.1, 5.2, 5.3, 5.4 | Case Study – Analysis and private post = **1 hour** |
| **Team Presentation Project**  **Review** the Team Presentation document to understand the requirements of the project.  **Submit** the Team Presentation Project. | | 2.1, 2.2, 2.3, 3.2, 4.1, 5.1, 5.2 | Library research and group project = **1 hours** |
| **Total** |  |  | **9hr** |
| **Notes** |  | | |

# Notes

This week, students are exposed to organizational culture, change, and ways companies can continue to support employees and stakeholders. The team project is also due this week and should have been started in Week 4.

# Learning Resources, Activities, and Assignments

## Required:

* **Discussion Questions:** The questions encourage students to consider and develop their thoughts on the question topics, share their thoughts with the class, and gain perspective by reading the responses of other class members.
* **Stakeholder Intervention:** Students will analyze a category of interventions and apply it to a workplace scenario. This assignment should allow students to take theories and ideas from the class and apply solutions to the real world.
* **Identifying Your Company:** This assignment asks students to evaluate a hypothetical company that would be of interest to them. Through this evaluation, they are able to recognize a company’s culture and strategies to support the culture, while also staying engaged with stakeholders.
* **Team Presentation Project:** In this team assignment, students learn to collaborate and to thoroughly research a company to understand strategies on employee retention, motivation, and proper leadership. From their research, they should be able to provide recommendations for improvement.

# Content Outline

Use this content outline to guide students through the course material.

1. Define *organizational theory*.
   1. Major organizational theories
      * Classical
      * Humanistic
      * Contingency
   2. Organizational design
2. Define *organizational culture*.
   1. Manifestations of organizational culture
   2. Changing organizational culture
   3. Effects of organizational culture
3. What is organizational development?
   1. Organizational change interventions
      * Individual levels
      * Group level interventions
   2. Conditions necessary for organizational change
   3. Evaluation of organizational development

# Breakdown of Academic Instructional Equivalencies

|  |  |  |
| --- | --- | --- |
|  |  |  |
| **Week One** |  |  |
| Required |  | 8hrs |
| Supplemental |  |  |
|  |  |  |
| **Week Two** |  |  |
| Required |  | 7hrs |
| Supplemental |  |  |
|  |  |  |
| **Week Three** |  |  |
| Required |  | 9hrs |
| Supplemental |  |  |
|  |  |  |
| **Week Four** |  |  |
| Required |  | 9hrs |
| Supplemental |  |  |
|  |  |  |
| **Week Five** |  |  |
| Required |  | 9hrs |
| Supplemental |  |  |
|  |  |  |
|  |  |  |
| **Total Required Hours** |  | 42 |
| **Total Supplemental Hours** |  |  |
| **Total Hours** |  | 42 |